

US 0438-72

5 December 1972

MEMORANDUM FOR: SA/CD

SUBJECT : MAG Recommendations on Training's Role  
in Personnel Management

REFERENCE : DTR Memo to ExDir-Compt, same subject,  
dated 17 November 1972

With respect to the application of your comments to the situation of the Training Officer in the CS, I find a couple of areas in which I cannot agree.

a. Role of the Training Officer. I cannot agree that the component TRO should be assigned to the administrative staff of the area divisions, particularly if this means the Support Staff. If the Personnel Management Group or equivalent is meant, however, I would concur that this is exactly where he belongs, since this group is customarily headed by, if not made up of, competent operations officers with field experience. Neither MAG nor the OTR response devotes itself to the kind of background a component TRO should have. Experience in the Operations School would lead one to the conclusion that he should come from an operational background and have shown ability as a supervisor. Only with these two prerequisites, in my view, can he be expected to combine concern for an orderly career development with an interested knowledge of training content and needs. My feeling has long been that staff officer training has suffered in the DDP because responsibility for it was located in the hands of support personnel who could not bring to bear the proper understanding of the relationship between operational needs and training content.

b. OTR's Role. My principal point of disagreement here is that, again with specific reference to the CS, OTR does not have a clearly defined role with respect to the monitoring, evaluation or improvement of component training. Virtually our only knowledge of this training

(TSD, SB, [REDACTED] is through the medium of the Component Training Reports submitted annually. These carry only statistical data. Although I'm not sure we have the inherent capability to bring any special expertise to bear in these areas, if there is a contribution to be made - either in content or method - we are not making it.

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Chief, Operations School/TR

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